MANAGEMENT TRAINING AND LEADERSHIP DEVELOPMENT

Acting ExDir called DDTR on
29 Oct 1971

Comment	Response
A. Should we include instruction in supervision in courses such as MC and SS? Management and supervision really aren't the good words--the best word is leadership. The attitude and style of our middle level people is sort of critical. Will they become stuffy bureaucrats or keep an open and swinging attitude to problems we are faced with?	Memo to ExDir Designee fm DTR, dtd 3 Jan 72, subj: Management Training This paper reviews the history of management training in the Agency, describes and comments upon current courses, and suggests 3 steps calculated to lead to improved managerial effectiveness, as follows: 1. Constantly reminding the Agency's managers that they are managers and in holding them responsible for managing effectively. The once a year course or exhortation will not suffice. 2. Need to cover subject of management in more systematic fashion in a wider variety of courses. 3. We are now offering no courses designed specifically to provide continuing education in management for our senior officers.
B. To what degree are we training our older people who have grown up in liberal arts culture not to be afraid of machines?	Same memo above.

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Memo to DTR fm ExDir, dtd 14 Jan 72, subj: Management Training Ref. DTR 3 Jan 72 memo	Memo to ExDir fm ADTR, dtd 22 Mar 72, subj: Management Training Memo to ExDir, fm DTR, dtd 5 May 72, subj: Management Training and Leadership Development

Comment

Response

A. Could we better integrate our management training into a standard track of courses so that it becomes an element of institutional development of managers rather than a separate course which attracts and trains people more or less independently of their responsibilities and careers. In other words, don't we need fewer courses rather than more, focused more clearly at a particular level of career development?

Intend to integrate management training into the track or core courses--IWA, MCC, SS. Only limited numbers can be accommodated in this way. Essential management training can be provided to larger numbers of officers by development of a package which can be offered as part of the core courses as well as independently.

B. Need some conscious exposure to leadership principles and techniques, as well as to management control mechanics (including ADP) and the work already developed on management planning.

Anticipate providing systematic exposure to leadership principles and techniques throughout the core ladder system.

Beginning at the junior or entering level in July 1972, we plan to introduce into the IWA a program which will delineate the individual skills and techniques needed in intelligence careers; introduce the class to computers, records system, organizing and handling work flow. Leadership principles at this stage would be premature. Grid will be recommended for those at this level with some on-the-job experience.

Midcareer level -- phase out the Grid as part of the MCC and substitute a one-week program geared to managerial techniques. Also for officers at this level--workshops on Performance Appraisal and Planning and Control of Work.

Memo to D/Pers, fm DTR, dtd 21 July 72, subj: Training and Personnel Development

) We anticipate that the Grid will continue to
) constitute the first week of the MCC until
) larger numbers of MCC enrollees have
) previously taken it. With the incorporation of
the Grid into the core program, we are trying to promote enrollment of eligible personnel within their first three years of employment in the Agency.

22 Mar and 5 May 72 memos (con't)

Senior level -- include in Senior Seminar segment on principles of decision making and policy making, advanced applications of management science, up-dated principles of leadership and implications of research into organizational behavior, and specific Agency problems. Also a refresher on management concepts.
(See memo to ExDir fm DD/S, dtd 8 Sep 72, subj:"Leadership Conference")

C. Want to review feedback from Grid students about Agency management problems.

Sent to ExDir - 4 Feb 72

D. We obviously have a problem of increasing our comprehension of this "language" (information science) among our personnel.

This will be taken care of when we begin to manage the Information Science Center.
Also plan to include elements of this subject matter in the MCC and SS.
(See memo to ExDir fm DTR, dtd 26 July 72, subj: Management Science Block of Instruction for Midcareer Course)

Refer to Items 1, 2, 3 of 3 Jan 72 memo:

1. Agree, but exhortations once a month are not apt to be of much more value than those once a year. Need some sanctions.

Covered in 5 May 72 memo and memo to ExDir, fm DTR, dtd 17 Apr 72, subj: Training and Career Development

2. Rather than a wider variety of courses, need to integrate management more into our regular educational track as inherent elements of the courses automatically taken.

Grid and Fundamentals of Supervision and Management targeted for integration into our standard track of core courses.

3. Would like to see some thoughts on a short special seminar for some of our most senior officers, including some exposure to concepts and a great deal of discussion on how they can use some of the management tools we have available and how we expect them to do so.

Short "refresher" on management concepts followed with a series of conferences conducted by ExDir (or whomever he designates). Should probably be designed and conducted by a prominent consultant.
(See memo to ExDir fm DD/S, dtd 8 Sep 72, subj: "Leadership Conference")

Note fm DTR to DDTR, subj.: Meeting
with ExDir, DDS, D/OP   (11 Jan 1972)

How to strengthen the connection between train-
ing and career development. What kind of corre-
lation is there now between senior jobs and the
training the people have had who hold them.   How
to turn what the CC has done into a set of sanctions
whereby people will come to recognize that they
must have this type of training to advance.   Need
to start on preparation of a description of the
whole ladder system (including external training)
to discuss with ExDir before we publish it in new
catalog.   Net impression is that ExDir is pre-
pared to insist on more intense training in
connection with a genuine effort to enforce career
development planning and to develop some kind
of sanctions that will enforce compliance.

MFR, fm DDS, dtd 18 Jan 72, subj.: Training
and Career Development (11 Jan 72 meeting)

ExDir believes there must be a change in the
Agency's approach to and use of training courses to
insert the "institutional" control or input which has
been largely lacking. He believes that completion
of certain courses should be mandatory in career
management and development. Desires that con-
trols be established probably in OP. Would like
us to relate courses to career progression. Asked
if OTR needs a "Board of Visitors". DTR responded
in the negative. Continue working on track scheme
and revised course catalogue--suggested that
external training be made a part of the track
recommendation.

Query fm ExDir about the difference between the
MCC and the AIS.

Response:
memo to ExDir, fm DTR, dtd 17 Apr 72,
subj: Training and Career Development
Att - A Profile of Courses, Revised
14 Mar 1972

OTR views concerning the relationship
between training in general and career
development in the Agency.

Memo to ExDir, fm DTR, dtd 5 May 72,
subj: Management Training and
Leadership Development   -

Supplement to above memo focuses
more specifically on the management
training OTR believes ought to be
incorporated into the core program
of training courses at the initial,
middle, and senior levels of execu-
tive development.
Para 2 responds to 14 Jan 72 memo
to DTR fm ExDir

Memo to D/OP fm DTR, dtd 21 Jul 72,
subj. Training and Personnel Develop-
ment

Memo to ExDir, fm ADTR, dtd 22 Mar 72,
subj.: Midcareer Course and Advanced
Intelligence Seminar: What's the
Difference?

(Note: ExDir's response to the above
memo was: "Let's talk about it when we
review how training and personnel
development should and do interact.")

Memo to DDS fm ExDir, dtd
5 Jun 72, subj.: Training and Personnel
Development

Comment	Action/Response
A. "Profile of Courses" given general approval at Director's annual conference; green light to proceed with further refinement.	DDTR directed that OTR proceed with publishing new catalog.
B. Review "Profile" against realistic estimate of what it can do for Agency's total personnel complement. Review possibility of expanding core courses by expanding numbers taking it.	Memo to D/Pers fm DTR, dtd 21 Jul 72, subj.: Training and Personnel Development Done Analysis of course capacities and request for student forecast sent to D/Pers -- no statistics available pending completion of PMMP exercise.
C. Analyze question of general acceptance of core courses and their value to Agency.	Done Same memo above.
D. Develop mechanism for indicating degree offices and directorates are using training for personnel development.	Mechanism exists in OTR records; study of MCC made in this connection per memo above; correlation not established.
E. Firmly try to schedule at least core courses a year in advance to permit prior planning.	Now done six months in advance for all courses; frequency of courses specified in catalog; specific dates one year in advance distinctly possible, especially if personnel planning can predict numbers to be made available for such training.
F. OP to develop clear indication in personnel records of degree to which training strengthened an individual's qualifications and professional opportunities.	
G. Applications for core courses to require submission of reasons why the individual is being enrolled.	Career Services to do this under guidelines promulgated for PMMP.

5 Jun 72 Memo (con't)

Comment	Action/Response
H. Integrate management training in the overall training and personnel development concept.	Being done -- IWA, MCC, SS have management/information science training segments; Grid and FSM are in use; Leadership Conference proposed; branch management under consideration.
I. Board of Visitors to review training in terms of personnel development.	Board of Visitors charter being developed; close to being published.